

2000 COMMAND

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2100 COMMAND STRUCTURE: UNIFIED COMMAND

The National Contingency Plan (NCP), 40 CFR 300, requires On-Scene Coordinators (OSCs) to direct response efforts and coordinate all other actions at the scene of a spill or release. The NCP further states that the basic format for the response management system is a structure that brings together federal and state agencies, and the responsible party, to achieve an effective and efficient response. This structure is commonly referred to as the Unified Command (UC). It should be noted that in this structure the OSC retains ultimate authority in a response operation for decisions relating to it. However, the OSC will exert his/her own authority independent of the UC only if other members are not present or are unable to reach consensus within a reasonable time frame.

To standardize response management within the marine safety field, the Coast Guard has adopted the National Interagency Incident Management System (NIIMS) based Incident Command System (ICS). While Vessel Response Plans (VRPs) and Facility Response Plans (FRPs) are required to have a management system compatible with the Area Contingency Plan, there is no requirement for VRPs and FRPs to follow strict ICS.

The ICS organization is built around five major functions that are applied on any incident, large or small. They are Incident Command, Operations, Planning, Logistics and Finance. A major advantage of the ICS organization is the ability to expand and contract organizationally as required by the incident. For some incidents only a few of the organizations functional elements may be required. For larger or more complicated responses, additional positions exist within the ICS framework to meet virtually any need.

Where appropriate, the OSC shall establish a unified command consisting of the OSC, the State Incident Commander, and the Responsible Party Incident Manager. The OSC is responsible for assigning individuals from within the response community (Federal, State, local or private), as necessary, to fill the designated positions in the NRS incident level response organization. It should be noted, however, that one individual may fill several of the designated positions. These assignments will be predicated on the nature of the spill and the need for extensive manning. These positions and their responsibilities are as follows:

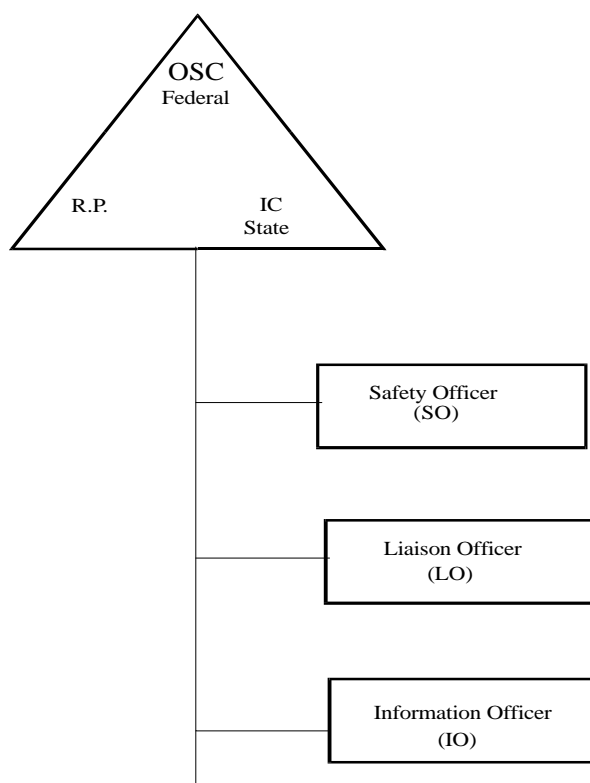
- (1) Public Affairs Officer (PAO) - Responsible for the coordination and release of all media releases and the scheduling of press conferences related to the incident. The PAO may also establish a Joint Information Bureau (JIB) to facilitate the coordinated release of available information.
- (2) Liaison Officer - Responsible for coordinating with outside agencies, individuals, or groups involved in the response.
- (3) Safety Officer - Responsible for the safety of all activities associated with the response and compliance with applicable safety laws and regulations. Also responsible for assessing hazardous and unsafe situations and developing measures for assuring personnel safety.
- (4) Historian - Responsible for recording the chronology of events and documenting all pertinent activity relating to the spill. All pertinent message traffic, correspondence, etc. should be included in this documentation.
- (5) Response Operations Chief - Responsible for management of the tactical response to the discharge, including containment and cleanup efforts.
- (6) Planning Chief - Responsible for the development of strategies for the containment and cleanup of the discharge.

(7) Logistics Chief - Responsible for ensuring that the necessary personnel and equipment are obtained and delivered to conduct response operations.

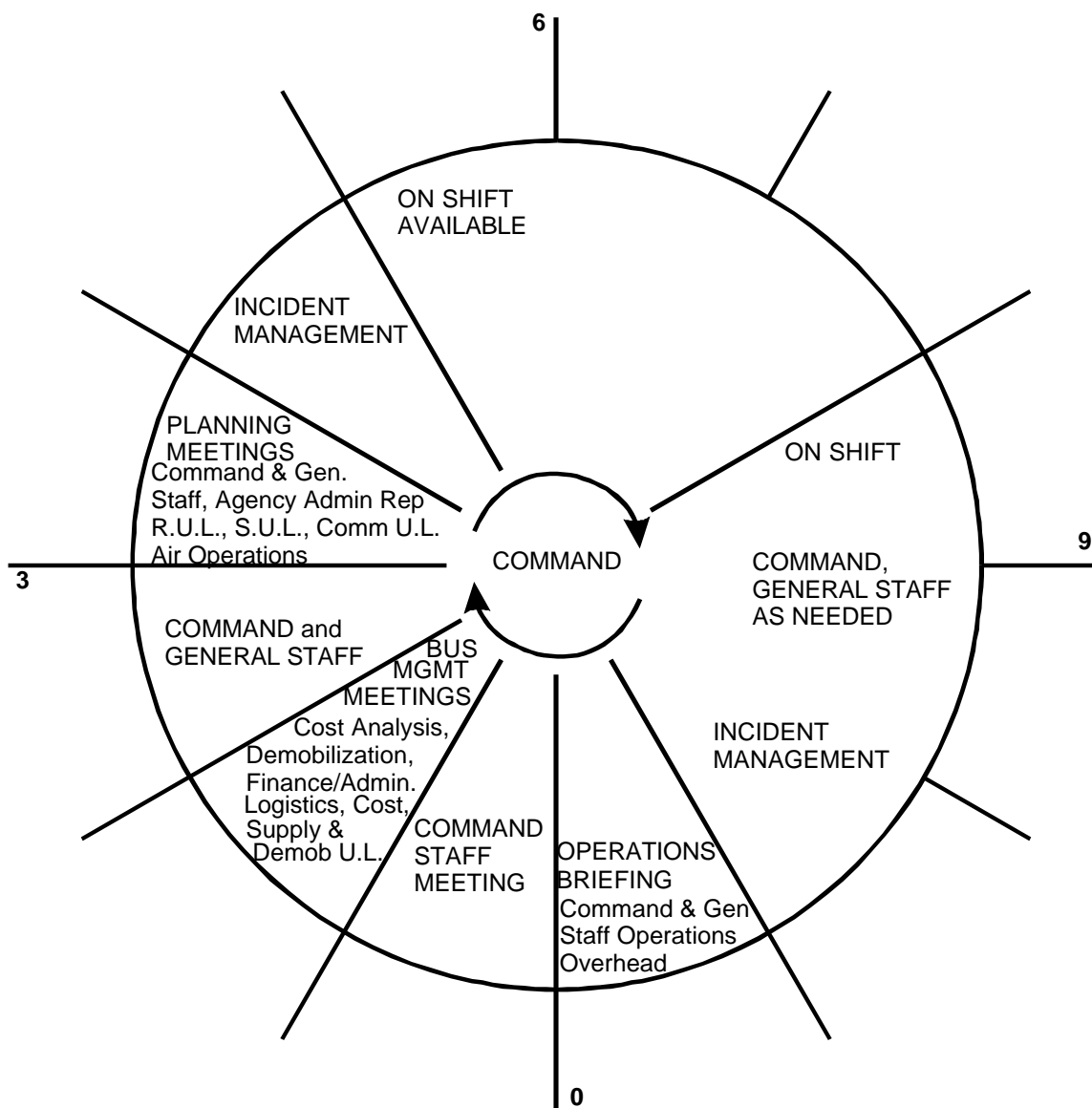
(8) Finance Chief - Responsible for the accounting management of Fund expenditures, including documentation for claims and cost recovery. This position will typically be staffed by a DRAT (see Section 5612.2) or NPFC representative.

With this in mind, we will now examine each of the five major functional elements, concentrating on responsibilities and duties. First we will list a planning cycle guide, common responsibilities and then the duties of the Incident Commander and the Command and General Staff.

**COMMAND SECTION DIAGRAM
FIGURE 2000-A**



2110 Command and General Staff Planning Cycle Guide



Based on a 12 hour operational period, may be modified based on actual duration of operational period (e.g. 24, 36, etc.)

ABBREVIATIONS & ACRONYMS

Agency Admin Rep:	Agency Administrator Representative
Bus. Mgmt:	Business Management
Comm. U.L.:	Communications Unit Leader
Finance/Admin:	Finance/Administration
Gen.:	General
R.U.L.:	Resources Unit Leader
S.U.L.:	Situation Unit Leader
Supply & Demob. U.L.	Supply & Demobilization Unit Leader

2120 Common Responsibilities

The following are responsibilities applicable to all ICS personnel:

1. Receive assignment, notification, reporting location, reporting time and travel instructions from your home agency.
2. Upon arrival at the incident, check-in at designated check-in locations. Check-in locations may be found at:
 - Incident Command Post
 - Base or Camps, Staging Areas, Helibases
 - Division Supervisors (for direct line assignments).
3. Agency representatives from assisting or cooperating agencies report to Liaison Officer at the Command Post after checking in.
4. All radio communications to Incident Communications Center will be addressed: "(Incident Name) Communications".
5. Use clear text and ICS terminology (no codes) in all radio transmissions.
6. Receive briefing from immediate supervisor.
7. Acquire work materials.
8. Organize, assign and brief subordinates.
9. Complete forms and reports required of the assigned position and send material through supervisor to Documentation Unit.
10. Respond to demobilization orders.
11. Brief subordinates regarding demobilization.

2121 Unit Leader Responsibilities

Common responsibilities that must be accomplished by all Unit Leaders include:

- a. Participate in incident planning meetings, as required.
- b. Determine current status of unit activities.
- c. Confirm dispatch and estimated time of arrival of staff and supplies.
- d. Assign specific duties to staff; supervise staff.
- e. Determine resource needs.
- f. Develop and implement accountability, safety and security measures for personnel and resources.
- g. Supervise demobilization of unit, including storage of supplies.
- h. Provide Supply Unit Leader with a list of supplies to be replenished.
- i. Maintain unit records, including Unit/Activity Log (ICS 214).

2130 ICS LEVELS

2131 Section

That organization level having functional responsibility for primary segments of incident operation such as: Operations, Planning, Logistics and Finance. The Section level is organizationally between Branch and Incident Commander. Lead title is Section Chief. Support Position is Deputy.

2132 Branch

That organization level having functional/geographic responsibility for major incident operations. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section. Lead title of the Branch is Branch Director. Support Position is Deputy.

2133 Division

That organization level having responsibility for operation within a defined geographic area or with functional responsibility. The Division/Group level is organizationally between the Task Force/Team and the Branch. (Also see Group.) Lead title of the Division is Division Supervisor.

2134 Group

Groups are established to divide the incident into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. (See Division). Groups are located between Branches (when activated) and Resources in the Operations Section. Lead title of the Group is Group Supervisor.

2135 Strike Team/Task Force

A group of resources with common communications and a leader assembled for a specific mission. Lead title is Task Force Leader.

2136 Unit

That organizational element having functional responsibility for a specific incident planning, logistic, or finance activity. Lead title is Unit Leader. Support position is Manager.

2137 Single Resource

An individual, a piece of equipment and it's personnel complement, or a crew or team of individuals with an identified work supervisor that can be used on an incident.

2200 COMMAND/STAFF ELEMENTS: ROLES AND RESPONSIBILITIES

Refer to Oil Spill Field Operations Guide for List of Responsibilities.

2210 Unified Command/Incident Command

In ICS, Unified Command is a unified team effort which allows all agencies with responsibility for the incident, either geographical or functional, to manage an incident by establishing a common set of incident objectives and strategies. This is accomplished without losing or abdicating agency authority, responsibility or accountability.

2211 Federal On-Scene Coordinator (FOSC)

The On Scene Coordinator (OSC) (often referred to as the Federal On Scene Coordinator (FOSC)) is the pre-designated Federal official responsible for ensuring immediate and effective response to a discharge or threatened discharge of oil or a hazardous substance. The U.S. Coast Guard designates OSCs for the U.S. coastal zones, while the U.S. EPA designates OSCs for the U.S. inland zones.

The first federal official affiliated with an NRT member agency to arrive at the scene of a discharge should coordinate activities under the NCP and is authorized to initiate, in consultation with the OSC, any necessary actions normally carried out by the OSC until the arrival of the pre-designated OSC. This official may initiate federal Fund-financed actions only as authorized by the OSC.

Where appropriate, the OSC shall establish a unified command consisting of the OSC, the State Incident Commander, and the Responsible Party Incident Manager. The OSC is responsible for assigning individuals from within the response community (Federal, State, local or private), as necessary, to fill the designated positions in the NRS incident level response organization. It should be noted, however, that one individual may fill several of the designated positions. These assignments will be predicated on the nature of the spill and the need for extensive manning.

The OSC shall, to the extent practicable, and as soon as possible after the incident occurs, collect pertinent facts about the discharge, such as its source and cause; the identification of responsible parties; the nature, amount, and location of discharged materials; the trajectory of discharged materials; whether the discharge is a worst case discharge; the pathways to human and environmental exposure; the potential impact on human health, welfare, safety and the environment; whether the discharge poses a substantial threat to the public health or welfare; the potential impact on natural resources and property which may be affected; priorities for protecting human health and welfare and the environment; and appropriate resource documentation.

The OSC's efforts shall be coordinated with other appropriate Federal, State, local and private response agencies. An OSC may designate capable individuals from Federal, State, or local agencies to act as her/his on scene representatives. State and local governments, however, are not authorized to take actions under Subpart D of the NCP that involve expenditures of the Oil Spill Liability Trust Fund unless an appropriate contract or cooperative agreement has been established.

The OSC should consult with the RRT, when necessary, in carrying out the requirements of the NCP and keep the RRT informed of activities under the NCP. The OSC is responsible for addressing worker health and safety concerns at a response scene.

In those instances where a possible public health emergency exists, the OSC should notify the Health and Human Services (HHS) representative to the RRT. Throughout response actions, the OSC may call upon the HHS representative for assistance in determining public health threats and call upon the Occupational Safety and Health Administration (OSHA) and HHS for advice on worker health and safety problems.

The OSC shall ensure that the trustees for natural resources are promptly notified of discharges. The OSC shall coordinate all response activities with the affected natural resource trustees and shall consult with the affected trustees on the appropriate removal action to be taken. Where the OSC becomes aware that a discharge may affect any endangered or threatened species, or their habitat, the OSC shall consult with the appropriate Natural Resource Trustee.

The OSC shall submit pollution reports to the RRT and other appropriate agencies as significant developments occur during response actions, through communications networks or procedures agreed to by the RRT and covered in the RCP.

OSCs should ensure that all appropriate public and private interests are kept informed and that their concerns are considered throughout a response, to the extent practicable.

2212 State Incident Commander (SIC)

The State Incident Commander (State IC) is predesignated in the State of California “Marine Oil Spill Contingency Plan” as the Office of Spill Prevention and Response (OSPR) Administrator or his/her designee.

The State IC at a marine oil spill either takes charge of the response incident command (if there is no federal involvement) or fulfills the position of State IC in the Unified Command.

The State IC administers the State oil spill response fund which provides funds to promptly cover the costs of response containment and cleanup of oil spills into marine waters, including damage assessment costs, and wildlife rehabilitation. The Fund provides emergency loans and covers costs and damages suffered by the State or other persons or entities from oil spills into marine waters that cannot otherwise be compensated by responsible parties or the federal government.

The State IC assures that all State and local response resources and efforts are properly assigned and coordinated through the Incident Command System.

Capabilities during a spill or release to the marine environment:

- Fills positions throughout the Unified Command with appropriately trained spill response team members.
- Coordinate incident investigation responsibilities
- Procures and maintains evidence.
- Establishes biological losses.
- Provides technical advice on cleanup methods to minimize damage to living resources.
- Determines when to terminate a cleanup where natural resources are threatened or affected.
- Approves use of oil spill cleanup agents.
- Coordinates the NRDA process with the ICS
- Establishes a MAC if appropriate

2213 Representative of Responsible Party (RP) To be developed

2220 Command Staff

2221 Information Officer (IO) (Reference Section 9750 for additional info on Public Affairs)

The Information Officer is responsible for developing and releasing information about the incident to the news media, to incident personnel, and to other agencies and organizations as appropriate. Only one Information Officer will be assigned for each incident, including incidents operating under Unified Command and multi-jurisdictional incidents. The Information Officer may have assistants as necessary, and the assistants may also represent assisting agencies or jurisdictions.

2221.1 Joint Information Center (JIC)

During a major oil spill where media activity is expected to last several days, the lead Information Officer (IO) should establish a Joint Information Center (JIC) to coordinate the Public Affairs activities of participating agencies and parties.

It is recommended that the JIC be in the same building as the Command Center, but in a room separate from other sections. PAOs need to be close to the UC and other sections for effective communication flow, but not so close as to disturb response operations.

Equipment needs for the JIC vary dependent on the size and impact of the incident, and media and public interest levels.

If possible, a separate "Press Room" should be established for reporters' use, at spills that attracts a great deal of media interest. This room may be used by reporters covering the story, and would ideally be equipped with several phone lines and electrical outlets, and a couple of desks or tables and chairs. There should be a way to display maps, status boards, and other visual aids that could be used on-camera, and a table near the door for the latest news releases, fact sheets, and advisories. If there is room for seating and a podium with PA system, the pressroom is a good site for all formal news conferences. This allows TV news crews to set-up cameras in advance, and reporters to do stand-ups and call-ins from an easy, central location. See Section 9750, Public Affairs Procedures, for suggested equipment needs.

2221.2 Media Contacts (also refer to section 5640.2)

For local media contacts, contact CG PACAREA (Pcp) at **510-437-3319/3325** or the PACAREA (Pcp) detachment in Los Angeles at **310-732-7351**.

Office of Oil Spill Prevention and Response, Public Affairs

Office: 916-327-9516

Pager: 916-326-0261

**Office of Emergency Services
1-800-852-7550**

Wire Service

San Francisco:

Bay City News:	415-552-8900
	415-552-8912 fax
Associated Press:	415-621-7432
	415-552-9430 fax
United Press Int'l:	415-777-8200
	415-552-8232 fax

Los Angeles:

Associated Press:	213-626-1200
	213-346-0200 fax
United Press Int'l:	213-580-9898
	213-580-9880

2222 Health & Safety Officer (SA)

The Health & Safety Officer is responsible for identifying and assessing hazardous and unsafe situations and developing measures for assuring personnel safety. The Health & Safety Officer will correct unsafe acts or conditions through the regular line of authority, although the Officer may exercise emergency authority to stop or prevent unsafe acts when immediate action is required. The Health & Safety Officer maintains awareness of active and developing situations, ensures the preparation and implementation of the Site Safety Plan, and includes safety messages in each Incident Action Plan. The Health & Safety Officer may have assistants as necessary, and the assistants may also represent assisting agencies or jurisdictions.

2223 Liaison Officer (LO)

For incidents that are multi-jurisdiction, or have several agencies involved, a Liaison Officer position may be established on the Command Staff.

2223.1 MAC Group

A Multi-Agency Coordination System (MACS) is a combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordination of assisting agency resources and support to agency emergency operations. Each MAC Group will be facilitated by a MAC Group Coordinator and include MAC Group Agency Representatives.

2223.1.1 MAC Group Coordinator

The MAC Group Coordinator serves as a facilitator in organizing and accomplishing the mission, goals and direction of the MAC Group.

2223.1.2 MAC Group Agency Representative

The MAC Agency Representative would be an individual assigned to represent their agency on a MAC Group and would act with full authority on behalf of the agency that the individual represents.

2223.1.3 MAC Situation Assessment Unit

The MAC Situation Assessment Unit (This is also referred to in some agencies and EOC's as the Intelligence Unit) in the MACS is responsible for the collection and organization of incident status and situation information. They evaluate, analyze and display information for use by the MAC Group.

2223.1.4 MAC Resources Unit

The MAC Resources Unit, if activated in MACS, maintains summary information by agency on critical equipment and personnel committed and available within the MACS area of responsibility. Status is kept on the overall numbers of critical resources rather than on individual units.

2223.1.5 MAC Information Unit

The MAC Information Unit is designed to satisfy the need for regional information gathering. The unit will operate an information center to serve the print and broadcast media and other governmental agencies. I will provide summary information from agency/incident information officers and identify local agency sources for additional information to the media and other government agencies.

2223.1.6 Local Government Representative (LGR)

Local Government Representative (LGR) is also called Agency Representative. One Agency Representative is designated to be the LGR and will advise the State IC in the UC. LGR is also called the Local Response Coordinator (LRC) in the Local Plans and Regulations. The initial responding the local MAC group could replace LGR with another Agency Representative after the MAC group is established and receives their first briefing. The LGR should be familiar with the local and area plans and be capable of committing appropriate resources or be capable of obtaining commitments of resources from jurisdictions involved, and will be capable of obtaining or brokering permits for the operational area.

2223.2 NRDA (Also Reference Section 9740 for NRDA Procedures)

Natural Resource Damage Assessment (NRDA) is the process of identifying and quantifying the resource impacts and evaluating the value of impacted resources for the purpose of restoration. Successful pursuit of NRDA actions, either by the trustees alone or in cooperation with the RP(s), is a complex process comprising numerous tasks involving the interaction of scientists, economists, lawyers, and administrators. The DOI Rules and NOAA rules reduce some of the complexity by establishing an assessment process and providing a mechanism for determining the merits of going forth with the assessment and claim. The process provides a record of the trustee's decisions.

2223.2.1 NRDA Representative

The NRDA Representative is responsible for coordinating NRDA needs and activities of the trustee NRDA teams with the ICS spill response operations. This includes close coordination with the Planning Section for obtaining timely information on the spill and injuries to natural resources. The NRDA Representative will coordinate with the Scientific Support Coordinator, the RP and Legal specialists for possible coordination of NRDA or injury determination activities.

2223.2.2 Notification Procedure for Initiating NRDA Actions

In the event of a spill, each agency is responsible for notifying its own members of the NRDA Team. Individual federal, state, and local agencies may be notified through various channels depending on the size and location of the spill. In all incidents that might require NRDA action, the Office of Oil Spill Prevention and Response (OSPR) of the California Department of Fish and Game (CDFG) will attempt to notify representatives from each of the trustee agencies expected to participate in the NRDA process.

2223.3 Investigation Representative

The Investigation Representatives report directly to their respective Incident Commanders. Both Federal and State investigative teams will coordinate their investigations within legal discovery guidelines. The Investigative Specialists operate as separate entities during the incident and are not normally part of the ICS. Investigation information may be provided to support the ICS, within legal guidelines.

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